



NIGERIAN LIBRARY ASSOCIATION

Proceedings

of the

61st

AKURE 2023

***National Conference on
Promoting Library Collaboration
in a Changing World.***

2nd-7th July, 2023

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ISBN:978-978-8563-15-0

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**Published by
YAGINNA ENTERPRISE
08034515124**

PREFACE

The rapid development in information and communication technology coupled with the everchanging information needs of library users, the multiplicity of varieties of information resources in different format, the complex nature of the information environment and the desire of librarians to meet the needs of their library users, have compelled libraries to rethink their focus and strategies, and embrace library collaboration as a survival strategy. This is evidently clear considering the incessant outcry of budget cuts and perennial underfunding of libraries at all levels. Through strategic collaboration in form of alliances, partnership and consortium building, libraries can always work together to share their resources, facilities, experiences, ideas, abilities and capabilities in support of their various communities. On this note, the Nigerian Library Association, held her 61st National Conference at Akure, Ondo State from 2nd – 7th July, 2023 with the theme “**Promoting Library Collaboration in a Changing World**”. This theme could not have come at a better time than now, taking note of the condition and financial standing of our libraries in Nigeria.

The conference, tagged **AKURE 2023** attracted 77 papers, highlighting the fundamental works on many facets of library collaboration. Each submission was reviewed by experts in the relevant areas. According to the review results, 51 of the papers were selected and presented at the conference. Moreover, further review was conducted after the papers were presented at the conference and selected papers are collected in this book of proceedings. It comprises chosen papers according to the theme of the conference and their novel contributions. The papers in this book provide detailed overview of the key concepts and issues underlying the imperative of library collaboration in a more challenging and dynamic world with a focus on knowledge sharing, collaborative technologies, library consortium, open access initiatives, and artificial intelligence.

In a nutshell, the book will provide insights on library collaboration practices and innovations that are now being used in Library and information service delivery. We thank the participants of the 61st NLA National conference, 2023 for their unwavering support and contributions. We hope that, you will find the proceedings interesting and stimulating.

Prof. Ahmad A. Balarabe
Editor-in-Chief

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INFLUENCE OF TRAINING ON JOB PERFORMANCE IN PUBLIC UNIVERSITY LIBRARIES IN NORTH CENTRAL NIGERIA

BY

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Abstract

The study investigated the influence of training on job performance in ICT units of 13 public university libraries in North central Nigeria. Three research questions were formulated to guide the study and contain variables such as types of facilities available for job performance, influence of training on job performance and levels of personnel job performance. Descriptive research design was used and the entire population of 85 personnel (23 librarians and 62 library officers) was adopted for the study (complete enumeration). Checklist and two set of structured questionnaire were used in data collection, descriptive statistics was used in the analysis of data and mean score of 3.0 was used as the benchmark. Response rate showed that out of 85 copies of questionnaire administered, 65 copies were dully completed and retrieved in usable form for data analysis. Results showed that majority of facilities were available in ICT units, functional and used in job performance, and that training have significant influence on job performance of personnel. The level of personnel job performance was high. The study concluded that using ICT facilities in performing jobs is considered as on-the-job training and with adequate and functional ICT facilities available for use, efficiency and effectiveness of jobs would be guaranty and productivity ensured. The study recommended that management of public universities in North central Nigeria should make provision for facilities available but not functional/ not available, at the same time design and implement policy on staff training and that conditions of service should contain emerging trends in librarianship to ensure regular training programme and high level of personnel job performance.

Keywords: Job performance, North Central Nigeria, Personnel, Training, Universities Libraries

Introduction

In the entire world, no organization or institution exist in vacuum on their establishment and existence are backed up by mission and vision statement as well as goals and objectives. For example, the vision statement of Federal University of Technology, Minna, Nigeria is purely based on capacity building and service delivery. Within this vision statement, objectives are developed which are usually being supported by library (ies) attached to the university (ies) to help achieved their set objectives of teaching, research and community service.

In order to achieve set objectives of organizations or institutions, the human element particularly training be taken in consideration, this is because for any organization or institution to progress, personnel performance and contribution to the growth and development is very crucial. For example, library built and stocked with adequate collection and beautified with facilities, decorated with hedges and fully electrified would be

meaningless if there are qualified and committed staff to execution or reader services. Arising from this narration, it is evident that personnel job performance is crucial to the growth and development of any organization or institution. Job performance is the execution or discharge of assigned duties or tasks by the employees in organizations or institutions. In library for example, these duties/tasks include: technical, specialized, administrative, bibliographic, reference and referral, archival, document delivery, library, translation, selective dissemination of information (SDI) services (Mommoh and Egbunu, 2022). For library personnel to effectively discharge the above listed tasks/duties, they need some forms of training which according to Dessler (2011) is the process of teaching new or existing employees the basic skills needed to enable them perform their jobs, and it involves four (4) steps (analysis, training objectives, implementation and evaluation. Thus Sawyer-George (2011) posits that the skills are acquired through attending workshops, seminars, conferences, in-service training and use of technologies. Training can be through formal professional education; mentoring, participatory management and SIWES program for LIS students hence training is a way of motivating staff in organizations (Ifidon and Ifidon, 2007: Simisaye, Awodoyin and Osisanwo, 2016: Saka and Ibrahim, 2022: Tella, Uwaifo, Abduldayan and Ukwoma, 2022, Agbo Echezona and Ozioko, 2022). Library schools are the key player in training and producing quality LIS professionals that are capable of withstanding the complexities and challenges of rendering efficient services in this 21st century; this is because apart from designing, reviewing the curriculum by injecting ICT components, students are also posted to library and information centers and related organizations to acquire skills

The rationale behind library personnel training arises from the fact that new emerging trends and development in librarianship keep springing up which are characterized by complexity thus rendering the old /traditional services obsolete of which LIS professionals need to be at pace with these new development (Agbo, Echezona and Ozioko 2022). Furthermore, staff training is very important for the survival and development of library as organization, institution and information-based industry and to Ugwuanyi, Ifidon and Asadu (2022), staff training sharpen employees' intellectual ability, support the upward mobility, enhanced job satisfaction and improvement of employees' knowledge.

However, training of existing and prospective librarians and information professionals are beset with several challenges including those of incentives, modern IT tools, skilled personnel, policy guidelines, application of knowledge gained from training, budgetary allocation, curriculum issues and attitude of library administrators (Simisaye, Awodoyin and Osisanwo, 2016, Ugwuanyi, Ifidon and Asadu, 2022).

Statement of the Problem

Organizations and institutions are established with co-mandate which revolve around the mission and vision as well as set objectives. The overall objectives of libraries regardless of their types according to Abubakar (2021) are: to determine the information needs of clientele through the immediate community; identify, select, acquire, organize, create awareness and provide information resources to users of library. In order to achieve these objectives, employees must not only be recruited and perform jobs but also need to regularly acquire skills if really they want to remain relevant and function in the institution libraries. Writers of library training, staff development, human resources development, human capital development, capacity building and continuing professional development discovered that library personnel working in some institutions are not performing as expected. This may be as a result of absence of training programme and if available they are either not regular or not adequate to address employees' needs as well as inadequate funding, lack of written policy, facilities and materials for training, particularly in university libraries in Nigeria

(Abba&Dawha, 2009; Nwafor, Igbokwe, Ezech and Onoh, 2021). In order to resolve this unfortunate situation as observed by these researchers, this study intends to investigate the type of available facilities for training and job performance, influence of training on job performance as well as the level of job performance of staff working in ICT units of public university libraries in the North Central Nigeria respectively.

Research Questions

The study was designed to address the following research questions: -

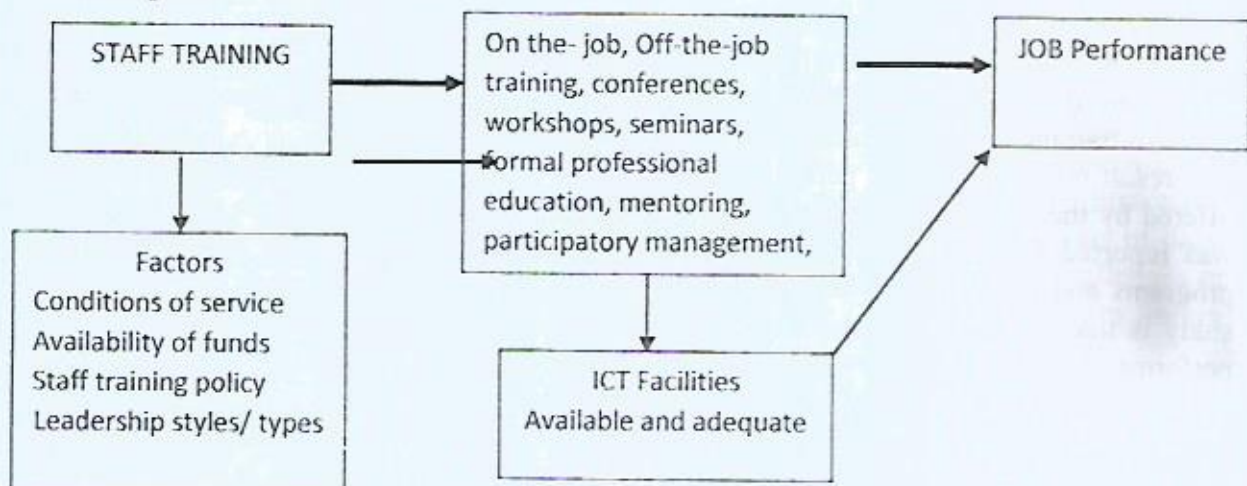
1. What type of facilities are available for job performance in ICT units of public university libraries in North central Nigeria?
2. What is the influence of training on job performance of personnel in ICT units of public university libraries in north central Nigeria?
3. What is the level of job performance among personnel in ICT units of public university libraries in north central Nigeria?

Scope of the Study

This study is confined to the general aspect of personnel training in relation to the influence and level of job performance among personnel in ICT units of public university libraries in North Central Nigeria are covered by this study. Variables studied include: available and functional or otherwise of ICT facilities used for general aspect of job performance as well as general training without discrimination to types or methods of training. The study did not delve into finding out specific task or duties perform by library personnel. Parts of job performance constructs (problem solving, commitment, human relations, communication, knowledge/competency, and effectiveness/efficiency of job) as used by Dessler (2011) was adopted in this study.

Literature Review

Conceptual model



Source: Researchers' Developed Model (2023)

The scheme showed method of staff training or programme, (on-the-job and off-the-job training, conferences, workshops, seminars, formal professional education, mentioning and participatory management. These training programs depends on a number of factors (condition of service, availability of funds, training policy and leadership styles/ types. With available and adequate ICT facilities, training and personnel job performance would be enhanced and high.

Review of related empirical literature

As part of the research conducted by Saka (2014) to find out the level of staff development among 17 functional universities in North Central Nigeria, it was reported that staff development was assessed on the basis of enhanced performance, sponsorship, for workshops, seminars and conferences and on the job performance. Staff development have a mean score of 3.09 with standard deviation of 0.542 and was considered high because the benchmark of 3.0 mean score and above is high and below 3.0 mean score is considered low. In a similar study, Saka and Salman (2014) assessed the level of job motivation and satisfaction as predictors of Job performance of library personnel in universities in North Central Nigeria. Six constructs of job performance of personnel was used e.g. knowledge/competency, efficiency and effectiveness commitment to Job, command of language/communication, human relation and problem-solving ability. Two set of structured questionnaire was used, while mean and standard derivation was used to analyse data. the study discovered moderate levels of motivation and job satisfaction while the overall main score of 3.0 was discovered and considered high in terms of the level of job performance.

Simisaya, Awodoyin and Osisanwo (2016) reported practical knowledge gained during SIWES would enable LIS students to use OPAC, prepare them for employment; carry out shelving, work with library software and use Kardex card, among others it further reported the challenges to SIWES programme such as incentives, non-payment of allowance, skilled personnel, modern IT tools, communication, supervision, uncondusive environment and erratic power supply.

Alnawfleh (2020) investigated the effect of training and development (T&D) on employee performance in the Aqaba Special Economic Zone Authority. Three specific objectives were formulated with three corresponding question version were formulated The study adopted a descriptive, correlational, cross-sectional design to assess the effect of training and development programs. The instrument used for data collection was a questionnaire which consists of four parts, and five-likert rating scales. The data collected were analysed using Statistical Package for Social Sciences (SPSS version 21). Descriptive statistics was used to analyse the employee's demographic information, and also to summarize the employee's evaluation of the training and development programs as well as the employee's self-evaluation of their level of performance. The inferential statistics (t-test) was used to test the effect of training and development programs on employee performance.

The result revealed that the participants considered the training and development programs offered by the authority; as important and effective in developing employee performance. It was reported that there was a significant relationship between training and development programs and employee performance. The relationship between this study and the current study is that this study measures the effectiveness of training and development on the job performance as well as the employee competency which being assessed by the respective heads of ICT units in the university libraries under study.

Kanapathipillai and Azam (2020) investigated the impact of employee training programs on job performance and job satisfaction in telecommunication companies in Malaysia. Four research hypotheses were formulated. Quantitative method of research was used to investigate the influence of training on employee job performance and job satisfaction. The target population consist of 500 employees, of telecommunication companies located in Malaysia. The population comprised employees ranging from executives to nonexecutives who were targets of this research. The entire population of 500 employees were used for the study and so 500 copies of self-administered structured questionnaires were distributed to the employees of the three telecommunication companies. Result showed that 316 completed copies of questionnaire were returned from the respondents The data were analysed using SPSS version 23. Regression model was used to test the null hypotheses

The result showed that the null hypothesis was rejected while the alternate hypothesis was accepted. The outcomes of this study revealed that training affects employees' job performance and job satisfaction. The relationship of this study with the current study is that it measures the influence of training as a determinant of the job performance of librarians and library officers working in ICT units of 13 public university libraries in North Central Nigeria.

Famodun (2020) conducted a study to find out the impact of training and development on employees' performance in Central Bank of Nigeria (CBN). Four research objectives and five research questions as well as four research hypotheses were formulated respectively. The population of study comprises all CBN work force with a sample size of 200 work force was used for the study. Data collection was both primary and secondary sources which includes structured questionnaire as well as scholarly books, magazines and articles respectively. Data analysis was carried out using both descriptive and inferential statistics. Result showed that mentoring, empowerment, job delegation and job rotation have significant impact on employees' commitment to job performance. The relationship between this study and the current study is that this study measures the effectiveness of training and development on the job performance of the employee which is one of the variables the current study investigated.

Nwafor, Igbokwe, Ezeh and Onoh (2021) conducted a study to assess the strategies adopted for human resource development programmes to facilitate service delivery in federal universities libraries in south-east Nigeria. Five specific objectives and five question version of the objectives were developed. Descriptive survey design was used and the population consist of 127 librarians in five federal universities in south east Nigeria. Questionnaire was the only data collection instrument used for the study and descriptive statistics (mean and standard deviation used in the analysis of data. Results showed reasonable type of HRD programme available and had significant effect on the overall productivity though there were challenges in the areas of funding, facilities for training, and personal financial constraints and are considered as major challenges to HRD). Saka, Aliyu and James (2021) conducted a study to determine the types of HRD, their challenges with corresponding effects on library service delivery in tertiary institutions libraries in Nigeria. Three specific objectives and research questions were formulated. Descriptive survey design was adopted and population consist of 437 tertiary institutions in Nigeria: universities (171), polytechnics (70), monotechnics (44) and colleges of education (152). Multistage sampling procedure was use to select 188 tertiary institution libraries across the country (Nigeria). Structured questionnaire was used, while frequency and percentage were used in the analysis of data. Results showed that 16 HRD programmes were provided and that 25 different challenges to HRD programmes were identified and eight identified effects of the challenges on library services in the studied academic libraries in Nigeria.

Adamu, Udoudoh and Babalola (2022) conducted a research to determine the influence of ICT on job performance of librarians in threETF federal universities in North Central geo-political zone of Nigeria. The study was guided by three research questions. Using descriptive survey research, the target population of 82 librarians working in three federal universities in the geo-political zone were adopted, while structure questionnaire was used in data collection. Mean and standard deviation was used in the analysis of data. The results showed moderate level of the influence of ICT facilities on Job performance and there was high level of the influence of possessing ICT skills on job performance of librarians even though moderate level of job performance was discovered among librarians working in three federal universities in North Central Nigeria respectively.

Mahmud and Saka (2022) examined the influence of awareness, accessibility and use of ICT facilities on academic activities among engineering lecturers in university libraries in North central Nigeria. Using survey research design and population of 520 engineering lecturers, a

sample size of 171 engineering lecturers were selected. Data collection instrument were checklist and structured questionnaire and data analysis was conducted through descriptive statistics (mean and standard deviation). Results showed that all the ICT facilities are available for teaching and research. The study further reported positive influence of awareness, accessibility and use of ICT facilities on academic activities of engineering lecturers. Poor funding, network, erratic power supply, ineffective ICT training, limited technical support, lack of ICT Knowledge, obsolete ICT facilities and inadequate staff were the challenges to availability accessibility and use of ICT facilities among engineering in libraries of universities running PhD programmes in North central Nigeria.

Methodology

Descriptive survey design was adopted and population consist of 85 personnel working in ICT units of 13 public university libraries in North central Nigeria. The Complete enumeration (census) of the population was adopted hence the population was manageable. In support of this assertion, Nwafor, Igbokwe Ezech and Onoh (2021) adopted the entire population of 127 librarians in federal universities in south east Nigeria because of the manageable size of population. Data collection instruments consists of cheek- list and two set of structured questionnaire Checklist consist of list of facilities used to cross check by the researchers and tick appropriately facilities available functional, available but not functional and not available as the case may be. As for the structured questionnaire, the first set was tagged: influence of training on job performance and contains 15 question items with corresponding four - point rating scale (very high -4 , high -3, low -2 and very low - 1(high/low) as well as strongly agreed - 4, agree-3, disagree 2 and strongly disagree - 1(accepted/rejected) respectively. Copies of questionnaire are to be filled by all the 85 personnel in the ICT unit of 13 public university libraries respectively.

The second set of structured questionnaire tagged: level of job performance of personnel and contain 15 question items. Heads of ICT unit in university libraries in North Central Nigeria would use each copy to access the level of job performance of each of the personnel working in the ICT units. The researchers used part of Dessler (2011) job performance constructs (such as problem-solving, punctuality and commitment, competency, knowledge, human relations and communication) as part of job performance questionnaire

The completed copies of the questionnaire was subjected to descriptive statistical analysis of mean and standard deviation and a mean score of 3:00 was used as benchmark and consider high, while below 3.0 is regarded as low

Results and Discussion

The entire 13 copies of checklist were filled by the researchers, while out of 85 copies of the structured questionnaire distributed, 65 (76%) copies were filled, retrieved and fund usable for the analysis and contain on Tables 1,2, and 3 respectively in line with the three research questions

Key: AF: Available and Functional, ANF: Available Not Functional, NA: Not Available; FUTMX: Federal University of Technology, Minna, FULOK: Federal University, Lokoja, UNILOR: University of Ilorin, UNIABUJ: University of Abuja, UNIMAK: University of Agriculture, Makurdi, UNIJOS: University of Jos, NSK: Nasarawa State University, Keffi, IBBUL: Ibrahim Badamasi Babangida University, Iapai, BSU: Benue State University, Makurdi, KWASU: Kwara State University, Malete, KOGSU: Kogi State University, Ayingba, and PLSU: Plateau State University, Bokkos.

All the 13 universities have functioning hardware facilities with the federal universities having more hardware presence than the state universities, this might be as a result of financial powers or more funding enjoy over the state universities. Majority of the universities rely on one particular software (operating system) with windows xp, windows 7 and windows 10 mostly patronised. Only four universities were using (Unbutu) as operating system.

Almost all universities adopted (Edge/Explorer, Mozilla Firefox, Google chrome and Opera) as web browser but none was using Netscape. The document reader that is commonly used by the 13 public university libraries is Adobe document reader. Only few use PDF24 and document creator to access the databases. The most common Internet service provided by the universities are e-mail and World Wide Web service. Information handling tools are used by the ICT units of the 13 public universities except the telephone.

Storage devices and backup memory for large data used by the 13 public universities are CD ROMs and flash disk or USB stick storage other devices mentions are no longer in use by the universities.

Table 2: Influence of Training on Job performance.

S/N	Items	SA	A	D	SD	Mean	Std. Dev.	Decision
		4	3	2	1			
1.	Training is necessary for the development of employee in organization in order to achieve the stated objectives through job performance	40	23	2	0	3.58	.29	Accepted
2.	Employee's organization is effective in organizing relevant training programs	36	26	3	3	3.49	.27	Accepted
3.	The training received is relevant to employee 's area of operation and has enhance job performance	36	27	7	1	3.51	.28	Accepted
4.	Training programs has improved employee 's skills and knowledge and assist in solving organizational and personal problems through job performance	27	18	18	2	2.92	.17	Rejected
5.	Employee 's performance had increased after completing training program	42	22	0	1	3.62	.31	Accepted
6.	Employee feel more creative after completing training program	37	25	2	1	3.51	.27	Accepted
7.	There are many opportunities for career development after completing training programs	1	25	0	1	3.57	.29	Accepted
8.	The training has resulted in employee 's ability to work independently	52	12	1	0	3.81	.38	Accepted
9.	Employee training have contributed to higher productivity of respective organizations through job performance	0	2	25	38	3.71	.33	Accepted
10.	Opportunity to attend training relevant to area of specialization has enhanced personnel job performance	46	19	0	38	3.55	.28	Accepted
11.	My ability to work independently has improved as a result of the training programme	37	25	25	37	3.51	.27	Accepted
12.	My communications skill has improved drastically due to the trainings i have attended which contributed to job performance	31	1	31	28	3.37	.24	Accepted
13.	The training programs attended so far are relevant to employee 's area of operations and services	35	27	2	1	3.48	.27	Accepted
14.	Employee training does not necessarily determine the level of efficient performance and organizational success	20	27	14	4	2.96	.15	Rejected
15.	The training gave employee an edge in discharge of that duties	31	29	2	4	3.37	.24	Accepted
Overall mean score		3.39						

Key: SD = Strongly Disagreed, D = Disagreed, A = Agreed, SA = Strongly Agreed
 From table 2 the overall mean score for 15 items is 3.39 and that out of 15 items, 13 had mean scores above 3.00 indicating positive influence of training on personnel job performance. This is because training is necessary for development employees and organization, relevance, opportunities for career development and independent work on the part of personnel were among other positive influence. Rejected responses were discovered from items 4 and 14 (training does not improve employee's skills and knowledge in solving organizational and personal problems in the course of performing jobs and that training is not a determinant factor in job performance level/ organization success.

Table 3: Level of Job Performance of personnel

S/N	Items	V H 4	%	H 3	%	L 2	%	V L 1	%	Mea. n	Std . De v	Decisio n
1	The level of problems anticipation and solution development to such problems by the officer is commendable	34	0.0	3	43.1	3	4.6	0	0	3.5	27	High
2	The extent to which the officer gets to the root of the problem was commendable	30	0.0	1	52.3	1	1.5	0	0	3.4	28	High
3	The officer is not only punctual but committed to duties	30	0.0	2	50.8	7	3.1	0	0	3.4	27	High
4	The ability of the officer to gain Knowledge from training is satisfactory	32	0.0	4	41.5	4	6.2	0	0	3.4	25	High
5	The level of the officer's oral expression and written communication	34	3.1	1	43.1	1	1.5	2	3.1	3.4	26	High
6	The officer is competent and reliable in service render	32	3.1	4	41.5	4	6.2	2	3.1	3.4	24	High
7	The level of officer's competency in	31	1.5	3	46.2	3	4.6	1	1.5	3.4	25	High

	terms of handling electronic information resources is satisfactory											
8	The relationship of the officer with his/her other colleague is cordial	28	0.0	3	52.3	3.3	4.6	0	0.0	3.4	27	High
9	The relationship of the officer concerned with the clientele is cordial and satisfactory	33	50.8	2.6	4.6	4	4.6	2	3.1	3.4	24	High
10	To what extent does the officer concerned seek and accepts responsibility	33	50.8	2.9	4.6	3	4.6	0	0.0	3.5	26	High
11	The extent to which officer perform job under pressure is commendable	32	49.2	2.8	7.7	5	7.7	0	0.0	3.4	25	High
12	The extent the officer applies professional/technical knowledge	35	53.9	2.7	4.6	3	4.6	0	0.0	3.5	27	High
13	There is high standard on the output and quality of work performed by the officer based on the feedback received from users	34	52.3	3.1	0.0	0	0.0	0	0.0	3.5	29	High
14	The extent the officer observed safety measures in the cause of the discharge of duties	32	49.2	2.8	6.2	4	6.2	0	0.0	3.4	25	High
15	The consistency rates of the officer toward his/her job	34	52.3	3.1	0.0	0	0.0	0	0.0	3.5	29	High
	Overall mean score		3.43									

Key: VH= Very high, H = High, - L= Low, VL = Very Low

Even in the course of performing job using ICT facilities, on-the-job training has taking place. The overall mean score of 3.43 was discovered from the mean scores of 15 items and Table 3 showed that all the 15 items have the mean score of 3.0 and above and are considered high level of personnel job performance with highest mean score of 3.5 in the area problems anticipation and solution development, acceptance of responsibility by the personnel,

application of professional/ technical knowledge in job performance and consistency of personnel respectively

Discussion of Findings

On the type of facilities available for training and job performance in ICT unit in public university libraries in North Central Nigeria, the study revealed availability and functional ICT facilities which are used for training and personnel job performance. It is evident that the more conversant and committed they are with ICT facilities, the easier the and job execution. The findings corroborate that of Mahmud and Saka (2022) who reported the availability of ICT Facilities which are used for teaching and research in five selected universities running engineering program north central Nigeria.

Research question two investigated the influence of training on Job performance among personnel working in ICT unit in public university libraries. Result showed positive influence of training on personnel job performance at high level. However, it is expected that personnel on assumption of duty after training programme should be in better position to render efficient services. This finding corroborates those of Saka (2014), Saka and Salman (2014) and Simisaye, Awodoyin & Osisanwo (2016) respectively. Saka (2014) reported high level of staff development on the basis of performance; sponsorship for workshops, seminars and conferences, and on the job performance of personnel. Similarly, Saka and Salman (2014) discovered the overall level of job performance of library personnel in 17-fully operational universities in North Central Nigeria. Simisaye *et al* (2016) reported that LIS Students indicated that knowledge gained during SIWES program would enable them use OPAC, catalogue classify books, prepare them for employment in LIS field, carry out shelving and use Kardex card, among others

Research question three provide answer to finding out the level of Job performance among personnel working in ICT unit in 13 public university libraries in North central Nigeria. The study found high level of Job performance on the part of personnel working in ICT units of public university libraries in North Central Nigeria. The more employee undergoes training, the more he/she would discharge efficient duties and thus leading to high level of performance and productivity. This finding is in line with that of Saka (2014) and Saka and Salman (2014) but contradicts the research findings of Adamu, Udoudoh and Babalola (2022) respectively. The former two set of co-researchers discovered high level of training and Job performance among university library personnel in North Central Nigeria while the later co-researchers: Adamu udoudoh and Babalola (2022) reported moderate level of job performance among librarians in three Federal universities in North central Nigeria.

Conclusion

The study concluded that using ICT facilities in performing jobs is considered as on-the-job training and with adequate and functional facilities available for use, efficiency and effectiveness of jobs would be guaranty and productivity ensured. With upgrading of ICT facilities couple with regular training programme, there is going to be efficient job performance among personnel in university libraries

Recommendations

The management of public Universities in North Central Nigeria should ensure that:

1. ICT facilities that are not available and those available but not functioning should be replaced with new ones and above all, ICT facilities be upgrade to the current trends and realities of the 21st century.
2. Part(s) of conditions of services that deal with staff training be reviewed to accommodate different training methods and should cut across of categories of library

personnel. University that lack policy on staff training should constitute the committee to draft the policy and should contain all ingredients as in condition of services stated above.

3. Both intrinsic and extrinsic motivation (reward, award and recognition) be accorded on well-deserved library personnel while (financial incentives promotion, welfare and participatory management) would go a long way in raising personnel morale, job satisfaction, and enhance their job performance with high productivity.

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